

**Minutes of the Regular Meeting of the Board of Trustees  
San Mateo County Community College District  
July 23, 2014, San Mateo, CA**

**The meeting was called to order at 6:06 p.m.**

**Board Members Present:** President Karen Schwarz, Vice President Patricia Miljanich, Trustees Richard Holober, Dave Mandelkern and Tom Mohr, Student Trustee Rupinder Bajwa  
(Trustee Mandelkern arrived at 6:15 due to traffic and did not vote on approval of the minutes of the three meetings as listed on the agenda)

**Others Present:** Deputy Chancellor Jim Keller, Skyline College Vice President of Student Services Joi Blake, College of San Mateo President Michael Claire, Cañada College President Larry Buckley, Executive Vice Chancellor Kathy Blackwood, District Academic Senate President Diana Bennett

**Pledge of Allegiance**

**DISCUSSION OF THE ORDER OF THE AGENDA**

None

**MINUTES**

It was moved by Vice President Miljanich and seconded by Trustee Holober to approve the minutes of the regular meeting of June 25, 2014. The motion carried, all members present voting "Aye."

It was moved by Vice President Miljanich and seconded by Trustee Mohr to approve the minutes of the joint meeting of the Board and the San Bruno City Council of July 9, 2014. The motion carried, all members present voting "Aye."

It was moved by Vice President Miljanich and seconded by Trustee Mohr to approve the minutes of the study session of July 9, 2014. Trustee Holober said the minutes include his statement that he wanted to make sure that the lists of construction projects provided at that meeting reflected the intended plans if the Board decides to go forward with a bond measure. The minutes report that in response, Vice Chancellor José Nuñez said the projects on the lists are the major projects remaining to be completed. Trustee Holober said he wanted to confirm that these projects reflect the intended plans if the Board approves going forward with a bond measure. Deputy Chancellor Keller confirmed that this is the case. The motion carried, all members present voting "Aye."

**STATEMENTS FROM EXECUTIVES**

Deputy Chancellor Keller called on Vice Chancellor Nuñez who displayed an award presented at the APPA national conference for the District's "Sustainability and Environmental Stewardship in Educational Facilities." Deputy Chancellor Keller said the District's leadership in sustainability is recognized throughout the State.

Skyline College Vice President Blake said the Marketing, Communications and Public Relations Department won a first place award for the College Annual Report award category and a second place award for the TV PSA or Ad award category at the Community College Public Relations Organization annual conference. X-Treme Saturday, which provides a one-day registration process for students, will take place on August 9. The second annual Success Summit will be held on September 26. Skyline College will host the Districtwide Opening Day event on August 14.

College of San Mateo President Claire said the Electronics Department's Electrical Power Systems and Instrumentation Certificate Program provides an example of how programs are kept up-to-date. To date, 15 students completing the program have been hired by Tesla Motors. An article on this topic by Emeritus Professor Roy Brixen is included in President Claire's written report. The College's Classified Appreciation Lunch and Service Awards was held on June 24.

Cañada College President Buckley said the Community of Leadership and Transfer Success (COLTS) program, a four-day student support program, will begin on July 28; the program provides the opportunity for students who have completed the Priority Enrollment Program to connect with fellow students, faculty and staff before they begin their academic careers at the College and to come away with a Transfer Success Portfolio. President Buckley said he, along with other faculty members and administrators from Cañada College and the Sequoia Union High School District, attended a "Focus on Freshmen" conference. Cañada College and the Sequoia Union High School District are collaborating on a program

whereby high school freshmen who take an English course and subsequent follow-up refresher courses can earn six college credits while still in high school. The Associated Students of Cañada College sponsored a float in the Redwood City Fourth of July parade. Sam Alton of the Cañada College baseball team was named Pitcher of the Year for the Coast Conference Pacific Division and has been awarded a full scholarship to Middle Tennessee State University.

Executive Vice Chancellor Blackwood said the Accounting Department's internship program continues to be successful; Chief Financial Officer Raymond Chow has assisted in placing three interns in jobs, including a recent placement with the audit firm used by the District. Executive Vice Chancellor Blackwood said she will present an update on student accounts receivable at the next Board meeting.

### **STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS**

None

### **NEW BUSINESS**

#### **APPROVAL OF PERSONNEL ACTIONS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (14-7-1A)**

It was moved by Trustee Mandelkern and seconded by Vice President Miljanich to approve the actions in the revised report. The motion carried, all members voting "Aye."

#### **APPROVAL OF CONSENT AGENDA**

President Schwarz said the consent agenda consists of the following reports:

- 14-7-1CA Approval of Community Services Classes, Fall/Winter 2014 – Cañada College, College of San Mateo and Skyline College
- 14-7-2CA Approval of Budgetary Transfers for the Period Ending May 31, 2014 and Adoption of Resolution No. 14-8 Authorizing Budget Transfers for 2013-14
- 14-7-3CA Denial of Claim Against the District by Interstate Grading & Paving, Inc.
- 14-7-4CA Denial of Claim Against the District by Gerardo Hernandez

Trustee Mandelkern asked that items 14-7-3CA and 14-7-4CA be removed from the consent agenda in order to obtain further information on the claims. It was moved by Vice President Miljanich and seconded by Trustee Holober to approve items 14-7-1CA and 14-7-2CA. The motion carried, all members voting "Aye."

#### **DENIAL OF CLAIM AGAINST THE DISTRICT BY INTERSTATE GRADING & PAVING, INC. (14-7-3CA)**

It was moved by Vice President Miljanich and seconded by Trustee Mandelkern to approval denial of the claim. Deputy Chancellor Keller said this is an ongoing claim concerning a project at College of San Mateo and the claim has been discussed with legal counsel in closed sessions of the Board. The motion to deny the claim carried, all members voting "Aye" and the matter will be referred to the District's legal advisors.

#### **DENIAL OF CLAIM AGAINST THE DISTRICT BY GERARDO HERNANDEZ (14-7-4CA)**

It was moved by Vice President Miljanich and seconded by Trustee Mandelkern to approval denial of the claim. Deputy Chancellor Keller said this is a claim by a disabled individual regarding accessibility issues on the Cañada College campus. Denying the claim will allow the District to refer the matter to legal counsel and the Third Party Administrator. The motion carried, all members voting "Aye."

### **Other Recommendations**

#### **ADOPTION OF RESOLUTION NO. 14-9 TO REVISE CONSTRUCTION BID, CONTRACT AND PROJECT LABOR AGREEMENT (PLA) REQUIREMENTS, ADDING INCENTIVES FOR CONTRACTORS WHO EMPLOY PRE-APPRENTICESHIP PROGRAM GRADUATES (14-7-100B)**

It was moved by Vice President Miljanich and seconded by Trustee Mohr to adopt Resolution No. 14-9. President Schwarz introduced Bill Nack, Business Manager of the Building and Construction Trades Council of San Mateo County. Mr. Nack asked Rayna Lehman to present an overview of the Trades Introduction Program (TIP). Ms. Lehman is the Community Services Director for the San Mateo County Central Labor Council and was a member of the Workforce Investment Board (WIB) in San Mateo County for 14 years. She said she has been actively involved in the creation of the pre-apprenticeship

program. She said that Assembly Bill 554 mandated certain parties to work together to create and provide apprenticeships as viable pathways to move low-income residents into the middle class and into career pathways. In San Mateo County, all mandated parties, including the District, have signed on to MOUs, committing to the creation of a pre-apprenticeship program that is inclusive and comprehensive. All partners have been active in the creation and ongoing implementation and rollout of TIP. Funding has been secured through two grants that target disadvantaged or disconnected job seekers, at-risk youth, veterans, women, minority men, re-entry populations and others. TIP is certified to deliver a nationally approved curriculum through the National Trades Council. Plans are underway to articulate the curriculum for community college credit. The instructor selected for the program has an extensive background in delivering apprenticeship training and holds a master's degree. Extensive outreach has been conducted, reaching out to community-based organizations, education partners, women's and veterans' organizations and others. Through WIB, up to \$50,000 has been secured to be used by JobTrain, a Menlo Park-based program which prepares community members who are most in need for successful, sustainable careers in high-demand and emerging fields. Ms. Lehman said the TIP program will give first preference to San Mateo County residents.

Mr. Nack said the Building Trades Council is excited about partnering with the District, WIB, California Division of Apprenticeship Standards, and Bay Area apprenticeship committees in developing and launching TIP. He said the Building Trades Council is committed to working with the Chancellor to create pathways for TIP graduates and other County residents for enrollment in apprenticeship programs which will lead to middle class careers in the construction industry. Mr. Nack said the Building Trades Council also supports the District's placement of a construction bond measure on the November 2014 ballot and will support the measure in any way it can if the Board decides to move forward with the measure.

Mr. Nack introduced Kathleen Barber, Apprenticeship Coordinator for the Electrical Workers apprenticeship program in San Mateo County, and Bob Noto, President of the Building Trades Council and Apprenticeship Coordinator for the Northern California Plasterers apprenticeship program.

Vice President Miljanich asked how large the pre-apprenticeship classes will be. Mr. Nack said the goal is to have 25 students in each of the four classes. Vice President Miljanich asked what the requirements are to get into the program. Mr. Nack said applicants must have documentation to work, a valid California driver's license, a high school diploma or GED, ability to pass drug testing, and ability to do physical work.

Trustee Mohr said TIP appears to be a creative and constructive way to begin getting people on their feet and to help them build confidence. He said he has heard about several programs around the country that build basic skills into their programs and he believes this is a positive approach.

Trustee Mandelkern asked what the JobTrain program is and how it relates to the pre-apprenticeship programs. Ms. Lehman said JobTrain has served two functions in the County for some time: (1) operating as a stand-alone job training agency in East Menlo Park and (2) serving as a One-Stop Operator for WIB to continue to provide structured job workshops and network activities to eligible participants. WIB will work with JobTrain to augment services provided to those in pre-apprenticeship classes who are income eligible. Trustee Mandelkern asked if there are pathways other than TIP for people to get into apprenticeship programs. Mr. Nack said that, in addition to JobTrain – which the Building Trades Council would recommend including along with TIP in discussions with the Chancellor – some apprenticeship programs have their own pre-apprenticeship programs.

Trustee Holober said he appreciated the opportunity to meet with Mr. Nack and Mr. Noto to gain a better understanding of TIP. He said planning began several months ago in accordance with AB 554 and he believes it is a worthwhile program.

Trustee Mandelkern said that a few years ago, the Board discussed then-existing apprenticeship programs and financial difficulties associated with them. He asked if this program will have the same set of issues. President Claire said the same problems will not exist because the source of funding is different, in that it is being run through Community Education. Ms. Barber assured the Board that the program has no direct funding stream through the District.

There was Board discussion about how details of hiring standards that refer to TIP would be included in requirements for District construction projects. Deputy Chancellor Keller said most of the District's projects are design-build projects, allowing the District to establish performance criteria for contractors. If performance criteria are to be included as part of the price of the project, Mr. Nack said details would need to be worked out through specific negotiations. He said that, through the proposed resolution, the Board would give clear direction to the Chancellor about its wishes. It would then be

the Chancellor's duty to meet with the interested parties and come back with project labor agreements or prequalification processes that the parties believe will satisfy those wishes. The Board will have the chance to approve what is presented or to ask that changes be made. Mr. Nack said there are several models showing that this process can work well. He said he believes the resolution is specific enough and he urged the Board not to get stuck in details.

Trustee Mandelkern said metrics regarding expected results are lacking. He said that, because objectives can be achieved through project labor agreements and prequalification processes, it does not need to be tied to a bond and, therefore, becomes less urgent. He said it is a complex issue and it might be better to take time to learn about other models and devise quantitative metrics.

Trustee Holober said he believes the resolution needs more work. He said that at the last Board meeting, he raised the issue of goals that were attempted several years ago but did not come to fruition. His goal is to use bond dollars and projects to build quality facilities for students and also to perhaps provide opportunities to people from underserved communities and communities of poverty to work their way toward stable careers and middle class lives. Trustee Holober said he examined a few examples from other agencies that are far more comprehensive than this proposed resolution in terms of placing goals in project labor agreements and bid specifications, as well as identifying agencies to recruit and prepare individuals to obtain the entry skills necessary to be accepted into apprenticeship programs. He said he would like to get a sense of whether these are the types of goals in which the Board would be interested.

Vice President Miljanich said the Board tried to move on this issue several years ago and was not successful for a number of reasons, some of which were beyond the District's control. She said the proposed resolution can be considered a starting point that will provide direction and will have some impact while not precluding the Board from refining it and adding details about how to accomplish the goals. Vice President Miljanich said the kind of planning and goal setting being discussed will take a year and she would hate to miss the opportunity to make this a beginning statement.

Trustee Mohr said the resolution has the underlying value of giving opportunities to underserved populations. He said it gives the message to experts in the field that they are being asked to help the District understand how it can do this, beginning with TIP. He said the experts can then work on submitting proposals to the Board that support that value. Trustee Mohr said other models can be examined but he expects that the District can go beyond what others have done. He said he believes the resolution is a good beginning.

President Schwarz said she believes it is crucial that contractors know from the beginning about the District's commitment through the prequalification and project labor agreement processes. She said she views this as a beginning step and the Board can revise the document just as they have revised prequalification requirements in the past. President Schwarz said she sees no benefit in waiting and supports this resolution as the beginning step.

Trustee Holober said he would propose the following amendments to the resolution:

- Add JobTrain as a second entity along with the Pre-Apprenticeship Program (TIP); incentives will be added to the District's construction bid and contract requirements for contractors who hire graduates of both of these programs
- In paragraphs 3, 4 and 6, add language indicating that the District's goal with regard to its construction projects is to provide employment opportunities for "local residents, residents from economically disadvantaged areas, workers struggling to overcome poverty, veterans and other underrepresented groups"

Ms. Barber said she appreciates Trustee Holober's intent to address disadvantaged populations and those living in poverty and said all of the trades focus on this as well. She said the selection process addresses meeting minimum requirements. She said that she believes the language suggested by Trustee Holober is broad enough and sees no conflict with selection and implementation processes. Ms. Lehman said both of the granting sources are also deeply invested in increasing employment opportunities for the same populations, as well as for at-risk youth, veterans, women and minority men, all of whom are underrepresented in the trades. Ms. Lehman said the grants are not large and additional funding will be sought at some point to sustain and expand the program.

Vice President Miljanich suggested that an attorney examine the revised language. Trustee Mandelkern agreed; he said legal review would ensure that the intent of the language matched the law.

Trustee Holober suggested that the Board approve the resolution as amended. All Board members agreed and the motion to approve the resolution as amended carried, all members voting "Aye." Board members will be provided copies of the amended, approved resolution.

**ADOPTION OF RESOLUTION NO. 14-10 ORDERING AN ELECTION TO AUTHORIZE THE ISSUANCE OF SCHOOL BONDS, ESTABLISHING SPECIFICATIONS OF THE ELECTION ORDER, AND REQUESTING CONSOLIDATION WITH OTHER ELECTIONS OCCURRING ON NOVEMBER 4, 2014 (14-7-101B)**

It was moved by Vice President Miljanich and seconded by President Schwarz to adopt Resolution No. 14-10 ordering an election to authorize the issuance of school bonds in the amount of \$388 million. Trustee Mandelkern said he believes the Board has worked well together historically by reaching and supporting a consensus opinion. He said he is disappointed because he believed there was a consensus opinion reached at the Board Retreat in February 2014 to not take up this issue in this way. However, Trustee Mandelkern said there is no question that there are great facilities needs on the campuses in order to provide better educational opportunities for students. He said the Board has heard the results of the survey conducted by Godbe Research and has seen lists of projects that would be undertaken at two different funding levels. Trustee Mandelkern said it is clear to him, after reviewing the survey results, that \$388 million is the correct funding level and he would be in favor of supporting a bond measure in this amount.

Trustee Mohr said a bond measure approaches being an urgent endeavor. He said it is essential to be successful and, since a \$388 million bond carries the least amount of risk of failure, he believes it is the better way to go at this time.

Vice President Miljanich said she agrees with the \$388 million level because it has the greatest chance for success. She said she would have liked to ask for a larger amount to address serious needs, but recognizes the need to be successful.

Trustee Holober said that after leaving the Board Retreat in February, he did not expect the Board to take up the issue of a bond measure in this way. However, he said he appreciates the discussion held earlier tonight regarding goals and he hopes the Board will make it a priority to achieve those goals. He said this discussion has helped him to feel more resolved about a bond measure. He said he believes a \$388 million bond measure would have a good chance of being successful.

President Schwarz said she believes that \$388 million is the most prudent amount for a bond measure. She said she and the other Board members are appreciative of staff having to make painful decisions regarding facilities needs in order to get to this level.

Trustee Mandelkern said he appreciates Vice Chancellor Nuñez's presentations on building options. He said he believes the alignment of projects selected for the \$388 million bond amount with what voters have indicated they would be interested in supporting is very compelling and will help assure success. He said the District is not in a position at this time to ask the public for support to meet all needs. He said it is important to continue the process of educating the public.

Deputy Chancellor Keller said Chancellor Galatolo would agree that a \$388 million bond measure is the prudent choice. He said staff will work diligently to make sure it is successful.

After this discussion, the motion carried, all members voting "Aye."

**ADOPTION OF RESOLUTION NO. 14-11 DECLARING INTENTION TO REIMBURSE EXPENDITURES FROM THE PROCEEDS OF BONDS TO BE ISSUED BY THE SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT (14-7-102B)**

It was moved by Vice President Miljanich and seconded by Trustee Holober to adopt Resolution No. 14-11. The motion carried, all members voting "Aye."

**ACCEPTANCE OF PROGRAM SELF-EVALUATION FOR THE COLLEGE OF SAN MATEO CHILD DEVELOPMENT CENTER AND SKYLINE COLLEGE EARLY LEARNING & CHILD DEVELOPMENT CENTER (14-7-103B)**

It was moved by Vice President Miljanich and seconded by Trustee Mandelkern to accept the self-evaluation. Trustee Mandelkern noted that the Board approved the temporary use of redevelopment funds for the child development programs with some direction to move to self-sufficiency. He asked if they are financially sound at this time. Executive Vice Chancellor Blackwood said the continued use of redevelopment funds is budgeted for the new fiscal year. She said the programs also receive large amounts of funding from State grants and parent fees. After this discussion, the motion carried, all members voting "Aye." President Schwarz read the following email which was sent to Louise Piper at College of San Mateo and Tina Watts at Skyline College by a consultant at the California Department of Education who received the report: "Thank you for the timely submission and thoughtful content of the FY 2013-14 Annual Program Self Evaluation. I have reviewed the report and can only say, 'Excellent Job!'"

**APPROVAL OF AMENDMENT TO AGREEMENT WITH PENINSULA LIBRARY SYSTEM (14-7-104B)**

It was moved by Vice President Miljanich and seconded by Trustee Mohr to approve the amendment as presented. President Schwarz noted that the recommendation calls for a reduction in the amount the Peninsula Library System (PLS) will pay the District for services provided. Frank Vaskelis, Chief Technology Officer, explained that when the agreement first began, the District housed PLS staff and also shared internet connectivity with all libraries throughout the County. He said that PLS has become more self-sufficient and, as of July 1, 2014, the District will only be hosting equipment. In response to a question from Trustee Mandelkern, Mr. Vaskelis said the District will be hosting two racks of equipment. After this discussion, the motion carried, all members voting “Aye.”

**DISCUSSION OF DISTRICT RESERVE LEVELS AND POSSIBLE ADOPTION OF LANGUAGE FOR RANGES, PRIORITIES AND USE OF RESERVES (14-7-105B)**

It was moved by Trustee Holober and seconded by Vice President Miljanich to open discussion. Responding to questions from the Board, Executive Vice Chancellor Blackwood said the District has maintained a 13-17% range over the last five years, including items considered committed encumbrances and assigned projects for which resources are carried over. She said that, because of encumbrances and uncertain amounts that the Colleges will ask to carry over, it is not feasible to have a fixed amount reserve requirement. The proposal suggests going from a single reserve to having three separate reserves – Budget Stabilization, Emergency Disaster, and Working Capital – with the goal of having a range of 5-10% of the District’s annual operating expenses of the Unrestricted General Fund in each of the three. When building the budget each year, Executive Vice Chancellor Blackwood said she makes sure that the amount remaining in the fund balance, excluding carryovers and encumbrances, is at least 5%. She said she is asking for the Board’s guidance regarding the suggestion to increase that 5% to the 5-10% range in each the three reserves described above. She suggested that this could be accomplished over a period of five years, with a 2% increase per year.

Trustee Mohr asked how “unanticipated, non-recurring needs,” mentioned under “Conditions for Use of Reserves” in the report, would be defined. Executive Vice Chancellor Blackwood provided the example of President Obama’s visit to Cañada College which resulted in a significant unanticipated expense. Trustee Mohr asked if reserve funds could be used if a College had an opportunity to serve students with very serious needs but the endeavor would be costly. Executive Vice Chancellor Blackwood said the theory is that the needs are unanticipated because funding is not built into the budget and the needs are non-recurring, therefore requiring only one-time funding. Trustee Mandelkern noted that a two-thirds majority of the Board is required to authorize use of reserves.

Trustee Holober said that, having seen the ups and downs of the California economy, he believes it is a good idea to increase the District’s reserves in order to cushion the blow to programs in any future downturn. He said the Board could add a goal to increase the reserve by 2% per year for a period of five years. Executive Vice Chancellor Blackwood said she will work with Barbara Christensen, Director of Community/Government Relations, to put the language in Board policy format and bring it back to the Board at a future time.

**INFORMATION REPORTS**

**INFORMATION REPORT ON BOND REFINANCING (14-7-2C)**

Deputy Chancellor Keller said the District has instructed its underwriters to keep staff informed about opportunities to refinance its bonds in order to save money for taxpayers in the community. He said the opportunity to defease and reissue new securities that cost less would reduce taxpayers’ obligation. He said that John Sheldon, Executive Director at Morgan Stanley, will provide details.

Mr. Sheldon said District staff and the finance team consistently monitor outstanding general obligation bonds (GO Bonds). In the current market, there is an opportunity to potentially refinance a portion of those bonds to achieve debt service savings, which translates to tax rate savings for the taxpayers who approved the measures. The District has \$161.4 million of GO Bonds outstanding from Measure C and \$401.6 million of GO Bonds outstanding from Measure A. Due to historically low interest rates in the current market, the District could refinance approximately \$117.7 million of the outstanding GO Bonds, resulting in a tax rate reduction.

Mr. Sheldon said the District’s bonds being considered as potential refinancing candidates average a 4.9% interest rate. In today’s market, bonds with similar maturities can be sold in the 3.8% range, thus producing savings. When issuing municipal bonds, an entity typically has a right to call the bonds after ten years. The District is close to its call dates and, using current figures, could realize a cash flow savings of \$13.7 million or \$0.36 per \$100,000 of Assessed Valuation.

Trustee Mandelkern asked if the cash flow savings represents the net of all fees, finance charges, etc. Mr. Sheldon said it is a net savings.

Mr. Sheldon said financing and bond documents can be brought to the Board meeting of August 13 for formal action. If the Board decides to move forward, the bonds would be refinanced when the target levels upon the Board has agreed are reached. Depending on market conditions, bond pricing could take place as early as August 26 and close a month later.

Trustee Holober asked if the amount to be refinanced could be higher than \$117.7 million. Mr. Sheldon said he would consider \$117.7 million to be the current market maximum. He said it could be somewhat higher if interest rates continue to fall, but is limited by the call dates of the bonds. Trustee Holober asked if there is a standard length of callability. Mr. Sheldon said that in the municipal bond market, most bond issues have a ten year call date.

### **DISCUSSION OF STRATEGIC PLAN DEVELOPMENT (14-7-3C)**

Deputy Chancellor Keller said a substantial amount of preparation has taken place on this item, much stemming from actions of the accrediting commission during the last two accreditation cycles. He said much effort went into development of the Colleges' Educational Master Plans and Strategic Plans. He said there must be development of a Districtwide Strategic Plan as well. During the past year, the Districtwide Strategic Planning Committee has been discussing this issue. Staff has been updating the database for environmental scans and Barbara Christensen has reported to the Board on focus groups and industry-wide studies. Now it is time to engage internal and external constituencies as a new Strategic Plan is developed.

Deputy Chancellor Keller said the District has engaged the services of Rick Voorhees and his team to guide the District through the Strategic Plan development process, which is expected to take close to a year. Mr. Voorhees has met with various groups, including the College Presidents and their cabinets. Mr. Voorhees and staff wish to seek input and direction from the Board early on in the process.

Deputy Chancellor Keller introduced Mr. Voorhees, along with Tom Gonzales. Mr. Voorhees said he works extensively with community colleges and facilitated plans for Skyline College in 2006 and Cañada College in 2008. He and Mr. Gonzales discussed imperatives for community college planning, including consideration of demographic changes, changes in the way today's students think, and the changing role of the State in its relationship with community colleges. Mr. Voorhees also described elements of good and bad strategic plans and elements of a comprehensive plan. He listed target dates, beginning the week of July 21, 2014 and culminating with the presentation and request for Board approval of the completed Strategic Plan on June 20, 2015.

Deputy Chancellor Keller said a group of individuals are needed to assist with development of the Strategic Plan and he is seeking advice from the Board on who those individuals might be. For example, the Board can provide advice about how much influence is desirable from outlying communities such as East Palo Alto, South San Francisco and the Coast, along with representatives from the three cities in which the Colleges are located. The Board can also provide advice about which internal groups they believe will be able to provide the greatest assistance with the Strategic Plan.

President Schwarz asked if there is an optimal number of people from whom to seek assistance. Mr. Voorhees said this depends on the role the representatives play, i.e. whether they serve as a working group or play an advisory role. He said the internal and external groups could be combined and could learn from each other.

Trustee Mohr said a strategic plan can be powerful if done correctly and its development provides an opportunity for all constituencies to collaborate with one another. He said he believes representatives should be recognized leaders in all regions served by the District. He said it is important to include underrepresented groups as well.

Vice President Miljanich said that candidates could be recruited from leadership groups around the County, such as the Chambers of Commerce.

Trustee Holober said he believes it is crucial to seek representation from other educational institutions, particularly high schools that feed into the District and perhaps four-year institutions that the District feeds into. He said he believes the group should be weighted in favor of internal representatives because they are the individuals who carry out the day-to-day work of the District. He noted that a consensus model, or participatory governance, has been a process commonly used by the District. Mr. Voorhees said his experience is that most agencies use a consensus process rather than a voting process.

He added that the final document will be voted on by the Board. Trustee Mandelkern agreed that the participatory governance process should be used and that all constituencies should be involved.

Student Trustee Bajwa asked if students will have a voice in the process. Mr. Voorhees said student participation is critical. He said student leaders will be interviewed and other students will be asked to participate in focus groups.

Trustee Mandelkern suggested that one or two Board members be involved in the process. It was agreed by all Board members that Trustees Holober and Mohr will represent the Board and will report back to the Board after attending strategic planning meetings. President Schwarz asked Board members to send suggestions for other potential participants to Deputy Chancellor Keller. In response to a question from Trustee Holober, Mr. Voorhees said Board members could contact potential participants directly or could ask staff to write formal letters prior to a Board member contact.

### **COMMUNICATIONS**

President Schwarz said that since the last regular meeting, the Board received four emails regarding a programming change at KCSM-TV. President Schwarz thanked Jan Roecks, Vice President of Administrative Services at College of San Mateo, for responding to the emails with precise information.

### **STATEMENTS FROM BOARD MEMBERS**

Student Trustee Bajwa said the District Student Council will hold its first meeting of the year on July 28 and he will inform students about the bond measure that will be on the November ballot.

Trustee Mohr cited a commentary in the Chronicle of Higher Education by the Chancellor of the University of Maryland, Chancellor of the California State University system and Chancellor of the State University of New York system regarding the benefits to colleges from Common Core and the importance of colleges working with high schools to align curriculum. Trustee Mohr also referenced a recent public policy report on online teaching. He said 27% of all California community college students took at least one online course and 51% of California community colleges offer an associate degree that is all online. Trustee Mohr said he attended the Classified Appreciation Lunch at College of San Mateo.

Trustee Mandelkern said he looks forward to the Districtwide Opening Day event on August 14. He thanked Jan Roecks, Vice President of Administrative Services at College of San Mateo, for responding to the emails regarding the programming change at KCSM-TV.

President Schwarz said she will not be present for the Board meeting on August 13 and the Opening Day Event on August 14. Vice President Miljanich will fill in for her at these events.

### **RECESS TO CLOSED SESSION**

President Schwarz announced that during Closed Session, the Board will consider the personnel items listed as 1A, 1B and 1C on the printed agenda.

The Board recessed to Closed Session at 9:34 p.m. and reconvened to Open Session at 10:29 p.m.

### **CLOSED SESSION ACTIONS TAKEN**

President Schwarz reported that at the Closed Session just concluded, the Board considered the personnel items listed on the printed agenda and voted 5-0 to approve the items listed as 1A, 1B and 1C.

### **ADJOURNMENT**

It was moved by President Schwarz and seconded by Trustee Mohr to adjourn the meeting. The motion carried, all members voting "Aye." The meeting was adjourned at 10:30 p.m.

Submitted by

Ron Galatolo  
Secretary

Approved and entered into the proceedings of the August 13, 2014 meeting.

Patricia Miljanich  
Vice President-Clerk